



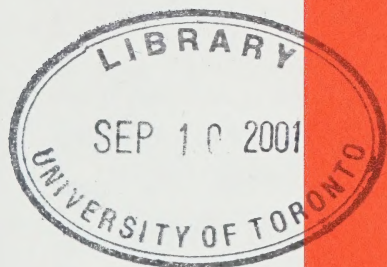
Canadian
Heritage

Patrimoine
canadien

Sport Canada

STRATEGIC PLAN

1998 - 2001



Canada

INTRODUCTION

Federal Government Involvement in Sport

- The Canadian sport system consists of a continuum of programs and services from entry level to international sport.
- Sport Canada influences amateur sport in Canada, both directly and through partnerships. The primary partners in sport development at the national level include the federal government, provincial/territorial governments, national sport organizations, national multi-sport/service organizations, national sport centres, major games organizations and the private sector.
- The federal government, through Sport Canada, plays a key policy and program leadership role related to amateur sport at the inter-provincial, national and international levels.
- Federal funding is focussed predominantly, but not exclusively, on high performance sport. High performance sport is characterized by programs which prepare athletes to perform at the highest levels of national and international competition.
- Professional sport leagues such as the National Hockey League and the Canadian Football League are outside the mandate of Sport Canada.

Development of the Strategic Plan

- The Strategic Plan draws upon priorities and strategies identified for the Department of Canadian Heritage and other government departments as well as consultations with key stakeholders in the sport community over the past several years.
- The planning process began with the development of long-term strategic directions and objectives, followed by the identification of annual key activities that could be accomplished by Sport Canada and its partners.
- The Sport Canada Strategic Plan is intended to be a dynamic document and will serve as a basis for consultation with the sport community on future policies and programs.

Purpose of the Strategic Plan

- To provide direction to guide Sport Canada's work over the next four years;
- To align Sport Canada initiatives with Department of Canadian Heritage priorities;
- To serve as a reference point and decision-making tool for determining priorities and allocating human and financial resources;
- To communicate Sport Canada's work and priorities to provincial/territorial governments, clients, partners, the sport community and the public.

DEPARTMENT OF CANADIAN HERITAGE

Mission

Strengthening and Celebrating Canada — its people and its land.

Priorities

Sport Canada contributes directly to the following Department of Canadian Heritage priorities:

- Enhancing pride in Canada,
- Contributing to Canada's economic growth and prosperity,
- Encouraging participation in and contribution to Canadian society.

SPORT CANADA

Mission

Sport Canada supports the achievement of high performance excellence and the development of the Canadian sport system to strengthen the unique contribution that sport makes to Canadian identity, culture and society.

Strategic Directions

- High Performance Athletes and Coaches
- Sport System Development
- Strategic Positioning of Sport
- Access and Equity

Components of the Sport Canada Plan

- The Sport Canada Plan is organized according to four **Strategic Directions**. The **Goal** for each strategic direction identifies the desired outcome of federal government involvement in sport. These strategic directions will be in effect for the period 1998-2001.
- Long-term strategic **Objectives** have been developed for the period 1998-2001. These objectives clarify both the role of Sport Canada and the strategic result that we are trying to achieve.
- **Key Results*** have been identified to guide Sport Canada's work for 1998-99.

* The purpose of this pamphlet is to communicate the highest priority deliverables identified for 1998-99. Sport Canada carries out many additional initiatives which have not been included in the pamphlet, but remain an integral part of Sport Canada's operational plans.

SPORT CANADA OBJECTIVES (1998-2001)

Strategic Directions

High Performance Athletes and Coaches

Goal

Enhance the ability of Canadian athletes to excel at the highest international levels through fair and ethical means.

Objectives

1. To provide financial support to Canadian high performance athletes and coaches to enhance training and competition at world class levels.
2. To provide leadership and support to National Sport Organizations (NSOs), Multi-sport/Service Organizations (MSOs) and National Sport Centres to support the effective delivery of high performance programs and services to athletes and coaches.
3. To provide support in collaboration with other partners to maximize the benefits of hosting priority major games and other selected international sport events in Canada.
4. To provide leadership and coordination with key partners to support a comprehensive and effective high performance Canadian sport system.

Sport System Development

Goal

Work with key partners to enhance coordination and integration to advance the Canadian sport system.

1. To collaborate with partners to promote healthy, technically and ethically sound broad-based sport participation opportunities for Canadians.
2. To facilitate the development of a sustainable and diversified public and private resource base for the continued development of the Canadian sport system.
3. To support and promote the Canada Games as a vehicle to promote Canadian identity and the development of young athletes in selected sports.
4. To enhance the alignment of policies and programs among federal and provincial/territorial governments to effectively support the development of the Canadian sport system.
5. To support a systematic international sport strategy to advance the Canadian sport system and federal government policy objectives.

Strategic Positioning of Sport

Goal

Advance the broader federal government objectives through sport, position sport in the federal government agenda and promote the contribution of sport to Canadian society.

1. To position and promote sport on the federal government agenda to achieve the government's broader objectives and to ensure continued public sector funding for sport.
2. To increase the public's knowledge and appreciation of the Government of Canada's role in supporting Canadian sport, particularly high performance sport, and to promote the contribution of sport to society.
3. To promote and celebrate Canadian athletes and their accomplishments as a means of enhancing Canadian pride and identity.
4. To create and disseminate knowledge about sport to support decision-making by policy makers and program developers within governments and in the sport community.

Access and Equity

Goal

Increase access and equity in sport for targeted under-represented groups.

1. To provide leadership and support to increase access and equity in sport for athletes with a disability.
2. To provide leadership and support to achieve equitable opportunities for female athletes, coaches, officials and leaders.
3. To facilitate the development of leadership within the Aboriginal community and support major initiatives to promote participation in sport among Aboriginal people.
4. To provide leadership and support to foster the inclusion of visible minority Canadians in sport.

HIGH PERFORMANCE ATHLETES AND COACHES

Our Goal

Enhance the ability of Canadian athletes to excel at the highest international levels through fair and ethical means.

Our Objectives

1. To provide financial support to Canadian high performance athletes and coaches to enhance training and competition at world class levels.
2. To provide leadership and support to National Sport Organizations (NSOs), Multi-sport/Service Organizations (MSOs) and National Sport Centres to support the effective delivery of high performance programs and services to athletes and coaches.
3. To provide support in collaboration with other partners to maximize the benefits of hosting priority major games and other selected international sport events in Canada.
4. To provide leadership and coordination with key partners to support a comprehensive and effective high performance Canadian sport system.

Key Results (1998-99)

- Provide funding to high performance athletes through the Athlete Assistance Program and revise policies to address key issues.
- Provide funding to eligible National Sport Organizations, Multi-sport/Service Organizations and National Sport Centres to deliver programs and services.
- Optimize the impact of \$10 million in additional annual federal funding for sport.
- Provide enhanced financial support for employment and professional development of high performance coaches.
- Provide funding and liaison to high priority major games, strategic events and single sport events hosted in Canada.
- Develop a long-term strategy for federal support for the hosting of major games in Canada.
- Negotiate Accountability Agreements with all funded National Sport Organizations and develop an accountability agreement framework for Multi-sport/Service Organizations and National Sport Centres.
- Assist in the planning of new National Sport Centres in Toronto, Vancouver, and the Atlantic region.
- Assist in establishing coordination among the network of National Sport Centres.

SPORT SYSTEM DEVELOPMENT

Our Goal

Work with key partners to enhance coordination and integration to advance the Canadian sport system.

Our Objectives

1. To collaborate with partners to promote healthy, technically and ethically sound broad-based sport participation opportunities for Canadians.
2. To facilitate the development of a sustainable and diversified public and private resource base for the continued development of the Canadian sport system.
3. To support and promote the Canada Games as a vehicle to promote Canadian identity and the development of young athletes in selected sports.
4. To enhance the alignment of policies and programs among federal and provincial/territorial governments to effectively support the development of the Canadian sport system.
5. To support a systematic international sport strategy to advance the Canadian sport system and federal government policy objectives.

Key Results (1998-99)

- Ensure the continued funding of the Canada Games to 2003 and the development of a new Canada Games financial framework for 2004-09.
- Develop and implement a comprehensive international sport strategy for Sport Canada.
- Distribute the final report of the Business Plan for Sport in Canada entitled: "High Performance Sport in Canada: Resource Challenges and Opportunities" and implement the commitments to action.
- Organize a National Conference on Sport and the Corporate Sector to increase corporate support for sport.
- Evaluate the Domestic Sport Pilot and implement the recommendations.
- Advance federal interests through the Corner Brook (1999) and London (2001) Canada Games.
- Enhance the alignment of Federal/Provincial/Territorial policies and programming for the Canada Games, Aboriginal sport, combatting harassment and abuse in sport and an alternate dispute resolution mechanism.
- Organize Minister's participation in the 1999 Conference of Federal/Provincial/Territorial Ministers of Fitness, Recreation and Sport.
- Ensure that clients have policies and mechanisms to enhance delivery of services in both official languages.
- Ensure that clients have policies, mechanisms and resource materials to reduce the incidence of harassment and abuse in sport.

STRATEGIC POSITIONING OF SPORT

Our Goal

Advance the broader federal government objectives through sport, position sport in the federal government agenda and promote the contribution of sport to Canadian society.

Our Objectives

1. To position and promote sport on the federal government agenda to achieve the government's broader objectives and to ensure continued public sector funding for sport.
2. To increase the public's knowledge and appreciation of the Government of Canada's role in supporting Canadian sport, particularly high performance sport, and to promote the contribution of sport to society.
3. To promote and celebrate Canadian athletes and their accomplishments as a means of enhancing Canadian pride and identity.
4. To create and disseminate knowledge about sport to support decision making by policy makers and program developers within governments and in the sport community.

Key Results (1998-99)

- Effectively position sport within the Department of Canadian Heritage's policy development, planning and program initiatives.
- Develop selected partnerships and alliances to better position the contribution of sport to the priorities of other government departments and central agencies.
- Promote Department of Canadian Heritage objectives and messages and Sport Canada policies and programs through the federal government mission at major games.
- Promote the recognition and celebration of the accomplishments of Canadian athletes before, during and after major games.
- Develop and implement a research and data collection strategy to increase knowledge about sport in Canada.
- Develop and encourage the use of the Sport Canada Web Site, Intranet, data warehouse and other information management systems.
- Coordinate the development of a response to the report of the Parliamentary Sub-Committee on the Study of Sport.

ACCESS AND EQUITY

Our Goal

Increase access and equity in sport for targeted under-represented groups.

Our Objectives

1. To provide leadership and support to increase access and equity in sport for athletes with a disability.
2. To provide leadership and support to achieve equitable opportunities for female athletes, coaches, officials and leaders.
3. To facilitate the development of leadership within the Aboriginal community and support major initiatives to promote participation in sport among Aboriginal people.
4. To provide leadership and support to foster the inclusion of visible minority Canadians in sport.

Key Results (1998-99)

- Develop policies for athletes with a disability and Aboriginal people, and update our policy on women in sport.
- Develop an approach to refine and integrate the Sport Funding and Accountability Framework and the Funding and Accountability Framework for Athletes with Disabilities into a single framework for the next quadrennium.
- Ensure that Sport Canada supported programs and services are accessible to athletes with a disability.
- Work to ensure that clients support the inclusion of athletes with a disability within the high performance sport system.
- Work to ensure that gender equity is supported at all levels of the sport system.
- Pursue selected federal partnerships to advance equity for women in sport and to advance participation of Aboriginal people in sport.
- Implement Federal/Provincial/Territorial initiatives to increase leadership development and opportunities for Aboriginal people to participate in sport.
- Formulate a Sport Canada strategy to address visible minority issues.
- Provide leadership and secretariat support to the International Working Group on Women and Sport.

1998-99 SPORT CANADA RESOURCES

Sport Canada has a staff complement of 42.

In 1998-99, the Sport Canada contributions budget is \$56.2 million. The key Sport Canada programs include:

- Direct financial assistance in the form of a living and training allowance and tuition support to approximately 1050 international calibre athletes in approximately 45 sports (\$8.3 million).
- Support to the high performance programming of 38 National Sport Organizations (\$22.8 million).
- Support to programming for athletes with a disability in 19 sport organizations (\$1.9 million).
- Support to 11 Multi-sport/Service Organizations (e.g., Coaching Association of Canada, Canadian Centre for Ethics in Sport, Canadian Interuniversity Athletic Union, Canadian Association for the Advancement of Women in Sport) (\$6.0 million).
- Support to a network of National Sport Centres in Vancouver, Calgary, Winnipeg, Toronto, Montreal and Atlantic Canada (\$1.8 million).
- Support to the Canada Games in Corner Brook in 1999, London in 2001 and New Brunswick in 2003 with the goal of improving sport system development and unity through sport (\$3.7 million).
- Support for the hosting of major games (e.g., 1999 Pan-American Games), international events with a strategic focus (e.g., Arctic Winter Games) and world championships in Canada (\$9.9 million).
- Support targeted to other programs (e.g., Commonwealth Games Mission, Sport Science Support) (\$1.8 million).

A more detailed version of this plan is available upon request from Sport Canada.

For more information on Sport Canada, see our Web Site at
<http://www.pch.gc.ca/sportcanada>

Sport Canada
Les Terrasses de la Chaudière
Jules Léger Building
15 Eddy Street, 8th Floor
Hull, Quebec
K1A 0M5

Phone: (819) 956-8003
Fax: (819) 956-8006
E-mail: sportcanada@pch.gc.ca
Web Site: <http://www.pch.gc.ca/sportcanada>



Cette brochure est aussi disponible en français, voir l'autre présentation du site
Web de Sport Canada.



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